

**Minutes of Management Committee meeting – Thursday 30th June 2022
Southside House and remotely via Zoom at 6.00pm**

Action

Present: Munir Choudry (MC) Surjit Singh Chowdhary (SSC), Alison Devlin (AD) Iain Dyer (ID), Liz Ely (LE) Betty Macneill (BM), Margaret McIntyre (MMcl), Shirley Robison (SR)

In attendance: Patrick Mc Grath (PM), Norma Taylor (NT), Mandy Wright (MW), Suzanne Lavelle (SL) – to item 5 only, Kate MacDonald (KM) – to item 6 only, Des Phee (DP) Paul McVey – Observer

Chairs Comments: MMcl welcomed all to the meeting, and advised Committee that after two meetings as an observer LE now joins the Management Committee as filling the casual vacancy caused by the resignation of a member between AGMs

MMcl also welcomed Paul McVey, current Director of Cloch HA, who takes over the position of Chief Executive at SHA from 12 September 2022, to the meeting as an observer. MMcl introduced all present at the meeting.

**Item 1:
Apologies** Apologies received from Alex Cameron, Jonah Chireka and Ruth McCluskey

**Item 2:
Conflicts of Interest** No conflicts of interest for noting.

**Item 3:
Minutes of meeting
26.05.2022** Minutes adopted and approved by Committee.
Proposed: ID Seconded: SR

**Item 4:
Matters Arising** PM updated Committee that significant progress has been made in obtaining entry to those properties which had not previously provided access for the Association to fit combined fire, smoke and carbon monoxide detectors to meet legal requirements

PM also updated that he had met with the SHR earlier today and discussed plans to bring property factoring elements of the subsidiary Southside Factoring and Related Services (SFARS) back into the activities of Southside Housing Association (SHA).

**Item 5:
Advice Team Report** SL via Zoom presented the Welfare Reform Strategy and Action Plan to Committee.

SL highlighted challenges for the Welfare Rights team presented by the current 'cost of living crisis. SL advised that the team had successfully obtained £50k funding for fuel vouchers for tenants, and although this was intended to run until the end of 2022, SL indicated that due to rising fuel costs, and the general cost of living crisis this looks running out sooner. SL advised that the availability

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of vouchers had been publicised via the Association's newsletter and website, however social media channels could not be utilised as a condition of funding.

SL highlighted another key issue as Universal Credit (UC) migration scheduled to be completed by 2024. SL advised that she has been in liaison with the Department of Work and Pensions (DWP) for an update on this as a lot of tenants are in receipt of legacy benefits. SL commented that when more clarification on the timescales has been received from the DWP she will update Committee. The target remains 2024, but this may be accelerated. SL highlighted a multi-tiered approach by the DWP to achieving migration to UC, natural migration and also proactive promotion of the 'benefits' of migration to UC. SL advised caution of tenants and service users proactively migrating to UC, and that advice should be taken from trained advisors as this may have a detrimental impact on their income.

SR enquired what the resource implications if these challenges are for the Welfare Rights team. SL advised that the issue is that what the resource requirements may be is not fully known yet. SL explained that there is also the possibility of training staff, and stressed that 'on-going management' of welfare rights cases is the key issue, which is why getting things right at the outset of a claim is so important in preventing issues arising further down the line.

ID enquired about why vouchers could not be publicised via social media. SL advised this was simply a condition attached to the funding.

MM thanked SL for a very detailed report

Management Committee approved the Welfare Reform Strategy Action Plan and Risk Assessment.

Proposed: BM Seconded: AD

SL left the meeting at 6.13 pm

**Item 6:
Glasgow Care
and Repair
Annual
Report
2021/22**

KM presented the Glasgow Care and Repair Annual Report 2021/22. KM gave a brief outline of Glasgow Care and Repair's three core functions – Advice and Information/ the Handyperson Service and Home from Hospital. KM then highlighted the following parts of the report in terms of other Glasgow Care and Repair activities:

Home Equity Loan Scheme: The Home Energy Efficiency Programme Scotland (HEEPS) Equity Loan Scheme is a pilot project funded by the Scottish Government and delivered by the Energy Saving Trust in partnership with Care & Repair. The pilot

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ran from January 2017 and completed in March 2022. Over the course of the project 54 loan applications have been approved resulting in £780,411 value of work. A further 16 loan applications are awaiting approval and if approved will result in a further £203,331 value of work, totalling a value of £983,742.

Gas Safety Charity Fund: preventative services that directly address risks from dangerous gas appliances and the promotion of year round gas safety awareness across Glasgow. The service has carried out 35 interventions so far this year.

Signposting: To clients to local contractors, other agencies and organisations as well as Social Work, Occupational Therapy and other Health Services. KM advised that a number of clients had been successfully signposted to Queens Cross Housing Association's Health And Wellbeing services for older people.

Fire Safety Initiative: Care and Repair Scotland received Scottish Government funding which was distributed to Care and Repair services across Scotland to assist in supply and install of interlinked fire, smoke and carbon monoxide alarms to qualifying individuals in order to meet new legal requirements. KM advised that this work is being delivered by the Handyperson service. KM further advised the service was also able to assist a number of other homeowners who were not eligible for the funding but who paid for the materials while the service carried out the installation.

KM also highlighted how the Glasgow Care and Repair service in the light of cuts to the core funding from GCC Neighbourhoods and Regeneration Services, has had to diversify its sources of funding. Glasgow Care and Repair deliver a Handyperson Service for nine Glasgow registered social landlords (RSL) who pay for the service. KM also advised that funding from the Glasgow Health and Social Care Partnership (GHSCP) for the Home from Hospital service had increased from £38,218 to £60,000 per annum.

KM also advised that a joint review of Funding for Glasgow Care and Repair by GCC and GHSCP had been carried out in 2021 and joint partnership funding of the service was agreed in assisting housing and health related outcomes. KM advised currently awaiting the final conclusion which would confirm new service level agreements and the proposed joint funding of £180,000 from each of the two partners over a longer term funding agreement. This would be a significant increase from current GCC funding of £170,000 and HSCP of £60,000.

SR enquired as to what the current staffing resource was in the service. KM advised that this was currently 6.2 full-time equivalent members of staff. SR commented that the aspiration might be for further resources via the increased funding.

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MM thanked KM for an in-depth report.

Management Committee noted the Glasgow Care and Repair Annual Report 2021/22

KM left the meeting at 6.27 pm

MW presented the SHA Management Accounts as at 31 March 2022 to Committee.

**Item 7:
Quarterly
Performance
Report:
Management
Accounts**

MW explained that although the Management Accounts are to 31 March 2022, the Annual Accounts will be presented to Management Committee at the July meeting and there may be some year-end accounting adjustments. MW highlighted the following:

- £1.5 million surplus compared to £1.1 million forecast surplus.
- Bulk of income and expenditure variances are on the income side – grant funding which had been secured post budget setting and income from owners for fire doors programme at St. Andrews Drive which had not been budgeted for.
- Total expenditure of £11.279m is slightly lower than the budget for the period of £11.346m - Reactive repairs spend of £819k is lower than the budget of £1m which is mainly down to the delay in invoicing from our main contractor, City Building. MW advised that a specific financial provision is included in the accounts, covering approximately 6 weeks of estimated costs, in anticipation of these delays.
- Overall planned maintenance spend is lower than the £1.343m budget. This is mainly due to delays in projects resulting from the impact of Covid-19 such as contractor workforce shortages and supply chain issues with materials.
- Salary costs of £3.9m are higher than budget by approximately £175k. The main driver for the increase in salary costs has been the additional resources required to support the new system testing and implementation, also increased pension costs due to more staff joining the pension scheme.
- IT costs have also come in higher than budget, this is mainly linked to the later stage of Orchard system implementation.

PM

MW also advised that the Association looks to maintain a cash balance of around £5 million on the balance sheet, however the cash at bank figure at year end was £3.6 million. This is down to the timing of HAG funding receipts. MW further explained that HAG

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funding of £1.6 million was received on 4 April 2022 bringing the cash balance back over £5 million.

MC sought some further clarification around the year end cash balance figure of £3.6 million which MW clarified.

SR raised a point about the main reactive repairs contractor and the invoicing issues affecting the accounts. MW commented that yes issues with the delays in receiving invoices but also more importantly with the detail and accuracy of the invoicing.

Management Committee approved the Q4 Management Accounts.

Proposed: SR Seconded: AD

**Item 8:
Quarterly
Performance
Report: Q4
Complaints**

DP presented the Q4 Complaints Report to Committee. DP highlighted the following executive summary;

- Overall complaints volumes have reduced from the previous Q3 down from 82 to 63, a good proportion of this was down to the reduction in Stage 2 complaints. Q3 may have seen the increased volumes in Q2 crystallising as Stage 2 complaints.
- 52% of Stage 1 complaints upheld, five of the eight Stage 2 complaints were upheld representing 62% of Stage 2 complaints.
- Average timescales to resolve complaints – Stage 1: 6.3 days Stage 2: 13 days
52% of S1 complaints closed within timescales, 88% of S2 complaints closed within timescales.
- Repairs and Maintenance related complaints account for 78% of total complaints during Q4
- In terms of types of complaint it is a consistent picture from Q3 to Q4, 39% of complaints involved or included an element of contractor issues. A lot of contractor issues involve the Association main reactive repairs contractor City Building LLP. Section 4.6 to 4.8 outlines some on-going issues with City Building.
- Quite a reduction in the volume of complaints received from the Southside Traditional stock areas during Q4. Nothing jumping out in terms of rationale, may require a deeper inspection.

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- Section 9.1 of the report also outlines that Complaints Handling for all staff has been arranged over four sessions in August. To be delivered by Heather Ballantine of Be the Bestest Consultancy.

DP commented that Stage 1 complaints on average taking longer than five working days was a disappointment, and that internally staff were looking at how this could be improved.

SR enquired if the Association currently benchmarks its complaint performance against other RSLs and could this be included in future reports. DP advised that he would look at incorporating this into future reporting.

Management Committee noted the Q4 Complaints Report.

**Item 9:
Loan Portfolio
Return**

MW presented the Loan Portfolio return to Committee seeking approval for this annual regulatory financial return to be submitted to the SHR by 30 June 2022

Management Committee approved the Loan Portfolio Return to be submitted to the SHR.

Proposed: ID Seconded: BM.

**Item 10:
Corporate
Risk Register**

DP presented the Corporate Risk Register to Committee and explained that this had already been presented to Audit Committee at its 19 May 2022 meeting, who recommended approval of the changes to the risk register to Management Committee.

DP advised that as previously reported to Committee, the Association has been carrying out in-depth 'four lines of defence' self-assessments in relation to each of the risks of the Corporate Risk Register. DP explained that SMT are just over half the way through the Risks on the Corporate Risk Register in terms of 'deeper dive' self-assessments.

SMT took the view that it would be a prudent time to carry out an overall in-depth review of the Corporate Risk Register. DP advised that the review took place on 6 April, and the recommendations and decisions of SMT in relation to changes in the Risk scores are set out at Table 1 within the Corporate Risk Report. This makes a recommendation to make the changes set out in Table 1 to five of the current Risk scores. It also makes a recommendation to remove the current Risk 16: *Building inaccessible due to incident leads to business disruption* from the Corporate Risk Register, as this risk has more than crystallised into an actual event over the

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past two and a half years. A more in-depth outline of that review is supplied to Committee at Appendix 2.

BM enquired how the new IT system implementation was working. DP advised that on the whole this was working well but working better in some business area modules than other. NT provided a further update on the implementation

Management Committee approved the changes to the Corporate Risk Register.

Proposed: AD Seconded MC.

**Item 11:
Former
Tenant
Arrears Write-
Off Policy**

DP advised that this policy sets out the process for writing off former tenant arrears when it is not financially prudent to pursue them. The actual recovery of Former Tenant Arrears is a different SHA policy. DP explained that this represents a relatively light touch review and a summary of the changes are set out at Section 2 of the report. These are largely cosmetic in the main to reflect internal changes, although there is a new section which explicitly sets out the Management Committee role and responsibilities and an Equalities Impact Assessment carried out.

PM

SR enquired with regard to section 3.12-3.13 of the Policy and asked if small former tenant arrears of less than £100 value needed Management Committee approval, and was authority for this not previously delegated to operational staff by Management Committee. DP advised that he wasn't sure that there was anything explicit within the Scheme of Delegated Authority, however this could be updated and approved by Management Committee over the next few months.

PM

Management Committee approved the Former Tenant Arrears Write-Off Policy.

Proposed: ID Seconded: MC

**Item 12:
Remote and
Hybrid
Working
Policy**

NT presented the Remote and Hybrid Working Policy to Committee and explained that this policy had previously been approved at the Staffing Sub-Committee subject to further consultation with staff. NT advised that a period of consultation with staff had now taken place.

SR raised an issue with the next review date of the policy being set at June 2025, and asked if this should be subject to review sooner given the current circumstances. NT agreed that this makes sense and would be happy to review initially on an annual basis.

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SR also enquired to what extent the office was physically open now to the public. NT advised that both offices had now been open for some time, although the Pollokshields office was open to the public one day a week and other times by appointment. PM commented that the Pollokshields office was quite restrictive in terms of space.

AD commented that the office opening does not seem to have been widely communicated in Cardonald. NT advised that it had been communicated via the digital newsletter and on the Association's Facebook page.

Management Committee approved the Remote and Hybrid Working Policy.

Proposed: AD Seconded: BM

**Item 13:
Annual
Assurance
Statement
Update**

DP presented a report on compliance with Regulatory Standard 1 to Management Committee. DP highlighted that a report was presented previously to Committee in April in which Committee approved a more focused approach to obtaining assurance in relation to the Annual Assurance Statement process for 2022, following very in-depth assurance processes for each of the years since the Annual Assurance Statement became part of the annual SHR regimen in 2019.

DP advised that this self-assessment report is the first of a series of reports and it aims to carry out an assessment of the Association's compliance against Regulatory Standard 1 – *The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users*. DP advised that in collating the evidence supporting compliance against each guidance point within Regulatory Standard 1, the Association has adopted a 'four lines of defence' approach which mirrors our current organisational approach to Risk.

DP intimated that this self-assessment finds that the Association is compliant with all of the seven guidance points within Regulatory Standard 1. There are a few improvement areas which have been identified from this self-assessment exercise, although these are not considered to be material in terms of non-compliance. These are:

- Review the current Declaration of Interests Policy – Overdue to be revised by six months. This will be progressed over the next few months. And;
- Review the Management Committee member induction process – this is an outstanding action on the Governance and Financial Management Improvement Plan which is due to be presented again to Committee at the July meeting.

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Management Committee noted the Annual Assurance Statement Update report

**Item 14:
Review of
Furnished
Lets**

NT presented a report on the review of Furnished Lets within the Association. NT advised that given the nature of the profile of furnished lets within the Association this review has been on the radar for a while. NT advised as part of the review process the Association has looked at other RSLs in terms of how furnished lets are managed. NT intimated that the aspiration is to implement a new process for managing furnished lets provision within the Association from April 2022.

MMcl commented on money potentially being wasted with the current situation with furniture packages. NT commented that there is also an issue of underspend/use by tenants/service users and highlighted an example of one case in point.

MMcl also raised the issue of furniture going into tenancies and then the tenancy ending a relatively short time later and the furniture being taken out and disposed of. AD also enquired if there is a way furniture in this situation can be recycled or reused. NT advised that certain items can be, however items such as mattresses would always be replaced

NT also commented that the Association currently has some tenants who have no need for a furniture package but have one in place from previous stock transfer, the situation isn't equitable.

Management Committee approved the recommendations within the report to:

- Establish a cross department working group
- Review the current arrangements and ensure that we have complete information for each tenancy with furniture provided and gather any other information and documentation that will help with the full review
- Given current organisational demands, anticipate a full set of recommendations from the working group early in 2023 with a view to implementing at the start of the next financial year.

Proposed: ID Seconded: BM

**Item 15:
Director's
Report**

PM presented the Director's Report to Committee and highlighted the following items from the report:

External Audit: Finance team have worked very hard to iron out systems issues and facilitate a smooth audit of the annual accounts.

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AGM: Provisional date of 25 August 2022 to hold an ‘in-person’ AGM.

MM enquired as to the capacity of the proposed venue at SHA’s main office. PM advised that the Association have hosted 70 or 80 previously but would be looking to cap ‘in –person’ attendance at around 25.

Incident at Swinton Place: PM highlighted an issue at Swinton Place with a number of residents reporting a strong smell of petrol. PM advised that this had turned out to be a local resident and motorcycle owner who had disposed of petrol in a drain.

ARC Performance: PM highlighted a number of areas of poorer performance:

Average Re-Let Times for 2021/22 was 43.4 days. PM highlighted a number of issues:

- Poor voids performance from the main repairs contractor. Maintenance Manager has been and still is meeting with them on a weekly basis to ensure improvement improves.
- Staff resources within the Maintenance and the Neighbourhood team at SHA due to vacancies and sickness – Maintenance have successfully recruited a Maintenance Officer who is due to start with the Association at the end of July 2022
- The Neighbourhood Team now have a full complement of staff. PM advised he is hopeful that the re-lets days will improve however this will be a slow and steady progress to get to where we were a few years ago.

Offer Refusals, some evidence for April/May 2022/23 that figures are moving the right direction.

BM enquired as to why statutory homeless cases are refusing offers. PM commented that there are many reasons e.g. fleeing domestic violence from an abusive partner in the area, no family or friend connection to area etc., however there is also evidence of housing aspiration also being an increasing issue.

The Well Update:

****Minutes edited to remove commercially sensitive information****

**Item 16:
Application**

No applications for membership.

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for

membership

Item 17: No items for proposed use of the seal.

**Proposed use
of the seal**

Item 18: No items for use of the seal.

**Use of the
seal**

Item 19: No items for noting.

**Minutes of
sub-
committees**

Item 20: *Cardonald Area Partnership* – MMCl updated the following matters discussed at the recent meeting:

**Relationship
with other
bodies**

- Citizens Panels currently being considered, pilots in three areas of the city (not Cardonald)
- Neighbourhood regeneration, roads to be resurfaced Invergyle proposed to be one of them.
- Infrastructure Fund updates on streetlighting and gully cleaning.

Pollokshields Community Council: MC updated the Pollokshields Community Council are looking for a venue for meetings, NT looking at possibility of offering 423 Pollokshields Road. NT advised she had contacted the Community Council and left a message.

Item 21: Nothing to report.

**Consents,
Disposals &
Acquisitions**

Item 22: Nothing to report

**Notifiable
Event**

Item 23: *Committee Appraisals* – MMCl advised that North Star Consulting will present a report to Management Committee in July on the outcomes of the Committee annual appraisals

A.O.C.B.

SR enquired as to the logistical arrangements for the new CEO. PM advised that the new CEO is scheduled to start on 12 September while PM retires on 30 September, so a short period of overlap. PM advised that there a few handover meetings arranged over the next period. PM also advised that there is appetite for

NT

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meeting with the new CEO with the main lender Handelsbanken Svenska, elected representatives and other stakeholders.

AD commented that Neighbourhood Committee members are also keen to meet with the new CEO. PM raised the possibility of arranging a number of meet and greet type coffee morning meetings.

**Item 24:
Date of next
meeting**

The next meeting will take place on **Thursday 28th July 2022 at 6.00pm.**

Management Committee ended at 7.28pm